



Jeff Webb

Detailed Resume

SEPTEMBER 2018



Liability limited by a scheme approved under Professional Standards Legislation.

© 2018 JNW Strategic Consulting Pty Ltd. All rights reserved



CHARTERED ACCOUNTANTS
AUSTRALIA • NEW ZEALAND

Jeff Webb

Experienced Governance Professional

- Graduate Member of the Australian Institute of Company Directors
- Fellow of the Institute of Chartered Accountants Australia & New Zealand
- Professional Fellow of the Institute of Internal Auditors
- Certified Internal Auditor
- Graduate Diploma (ICAAANZ)
- Bachelor of Business (Accounting).



Contact Details

Mobile: +61 (0) 437 539 015

jeffwebb@jnwstrategic.com.au

au.linkedin.com/in/jeffreydwebb

Skills and expertise

Jeff is a senior business process risk professional with over 30 years' experience (12 with the Big 4) in enabling Boards and Executive to take advantage of opportunities or minimise losses, in a risk effective manner. As the Managing Director of JNW Strategic Consulting, he designs innovative, strategic, risk based solutions that enable Boards and Management to more effectively implement their strategic goals.

Specialising in reviewing business processes, he leads teams to create efficient business frameworks. From board structures, corporate governance, risk management, procurement, contract and project management, strategy, business continuity, regulatory compliance, acquisitions and internal controls, Jeff works hands on with Boards, Audit & Risk Committees and Management to bring about valued sustainable cultural and systems change.

He has assisted a diverse range of organisations across a variety of industries such as local government, sports and entertainment, water utilities, financial services and member based organisations.

Through his experience on Audit Committees and industry engagements, he brings better practice insights and in-depth understanding of industry operations, their risks, opportunities and regulatory challenges to make an immediate impact on an entities strategic and operational direction.

Non - Executive Experience

Audit Committee Chair, Plumbing Industry Commission (2008 to 2013)

As Chair of the Audit Committee (now merged with the Victorian Building Authority) provided leadership and governance oversight during a difficult period of change, including three changes of the CEO. I managed the external and internal audit service providers and strengthened the effectiveness of the Committee to meet its legislative responsibilities and obligations under the Charter, including risk management and strategic processes.

Audit Committee, Monash City Council (2008 to 2013)

As an independent Audit Committee member, I influenced the risk journey and framework embraced by the Council. Adopting a pragmatic approach, listened, assisted and supported Management and the CEO from a governance perspective, both financially and operationally. This led to a more mature, effective risk management culture and a stronger council-wide controls focus.

Executive Experience

Managing Director, JNW Strategic Consulting (2013 - current)

Jeff currently provides business process and risk consulting services to a number of clients, including Frankston City Council (service costing framework and acquisition due diligence), Manningham City Council (procurement, risk management and business continuity frameworks), AFL (club Board governance evaluations), Hawthorn Football Club (governance, risk and internal audit), Nexus Mutual (financial services risk and business continuity frameworks), Ridley Corporation Ltd (risk and internal audit), Essential Services Commission (regulatory framework and compliance evaluations) and Australian & New Zealand College of Anaesthetists (strategy, budgeting, finance team structure and risk).

Risk Services Director, Deloitte (2008 to 2013)

Jeff was a Client Service Director responsible for delivering consulting, internal audit and risk services to a number of important clients including Telstra Ltd (risk management), City of Melbourne (internal audit), Bayside City Council (internal audit), Surf Coast Shire (internal audit), ANZ (financial securitisation systems assessments), Industry Superannuation Property Trust (internal audit), Victoria University (internal audit), Melbourne Cricket Club (internal audit) and the ESC (water industry regulatory performance audits).

Jeff's daily role included Implementing Deloitte's "and different" methodology, using data analytic tools to interrogate data, leading diverse teams, managing delivery expectations, negotiating with stakeholders, creating innovative, commercial, industry shaping solutions and reporting to Boards and Audit & Risk Committees.

Jeff was part of Deloitte during the period it was independently rated as the fastest growing professional services firm. It is now the largest firm in the world.

Risk Consulting Director, Oakton Ltd (2004-2007)

Within this listed technology consulting enterprise, as a Risk Consulting Director, helped deliver major internal audit programs, including to the Department of Primary Industries and the Victorian Commission for Gambling and Liquor Regulation. Also assisted in the development of the risk consulting practice working on clients such as the Department of Defence and Melbourne University.

Director, JNW Strategic Consulting (2001-2004)

Jeff successfully managed his own boutique strategic consulting practice, providing clients with financial models, strategic plans and operational control and risk advice. This included for the listed ASX telco Uecomm Ltd, developing their financial model and exploring business plans for fibre-to-the-home, internet TV's and datacentres.

He also conducting numerous risk workshops for small to medium sized entities and strategic planning for start up IT/online entities.

Internal Audit Manager, United Energy Ltd including Strategic Analyst at Uecomm Ltd (now part of Optus) (1998-2001)

As an Internal Audit Manager, conducted numerous operational audits. After 12 months Jeff was selected to provide strategic support to complete the transaction structure and due diligence for the sale of the national energy retail business for \$920 million to Shell Australia and Woodside Petroleum.

Post this transaction, he managed the data verification process for the \$1b ASX listing of Uecomm Ltd, a national fibre-optic network telco, and become their full time Strategic Analyst. In this role Jeff assessed the viability of technologies such as ethernet, ADSL, wireless, VoIP, etc and conducted due diligence on data centres, ISPs and ebusiness applications.

Manager Internal Audit, PricewaterhouseCoopers (1995-1998)

As a client servicing Manager, Jeff had responsibility for delivering internal audit plans for major clients including Fosters Brewing Ltd and Parks Victoria.

He left PwC after receiving an employment offer from United Energy Ltd.

Business Reconstruction senior, now PwC (Coopers & Lybrand 1989-1992 and PPB 1994-1995)

Jeff was part of a team that salvaged and operated businesses requiring financial and operational restructure. He helped grow the business and learnt valuable business operations skills.

Left the firm to complete the Chartered Accounting program at Price Waterhouse.

Other specific examples of where Jeff has created value for his clients are detailed below.

Strategic/Risk Management Engagements

- **Nexus Mutual**, recently facilitated a Management Self-Assessment HealthCheck against the recently released APRA's Prudential Inquiry into CBA recommendations for the Board;
- **Hawthorn Football Club**, assisted the Board evaluate the value of its sub-committees and provided advice on how to shape the Integrity & Compliance Committee.
- **AFL**, developed a specific AFL Board effectiveness healthcheck "Eight Dimensions of Club Governance" model and use it to assess how well Club Boards are functioning. The healthcheck considers Board composition and duties, Board processes, Board dynamics, strategic direction, risk management, operational oversight, financial reporting and stakeholder engagement.
- **Ridley, Corporation Ltd**, reviewed the risk framework, policies and systems and provided advice on how to develop a proactive, strategic focused risk management frameworks that is centred on amplifying, demystifying and anticipating risks.
- **Australian & New Zealand College of Anaesthetists**, provided an environmental scan of the finance function that included advice on the Finance & IT Transformation Strategy, Finance's vision and objectives and staff structure;
- **Swinburne University of Victoria**; recently a guest lecturer for the Masters of Corporate Governance course providing students with practical insights and commercial perspectives on Board governance.

- **Nexus Mutual**, provided advice on how to strengthen the risk assessment process and updated the Risk Management Policy and Procedure to comply with Prudential Standard CPS 220. Also created their Business Continuity crisis management plan compliant with CPS 232 Business Continuity Management.
- **Manningham City Council**, created a Procurement Improvement Implementation Roadmap for Council that considered the governance framework, business rules, automation workflows and communication and training awareness. Importantly, we developed a clear simple five steps process that ensures a controlled efficient approach to purchasing.

Internal Audit & Business Process Improvement Engagements

- **City of Melbourne, Bayside City Council & Surf Coast Shire**, for five years successfully led the outsourced internal audit functions, including assessments of project management, event management, business continuity, data interrogation of rates revenue, IT controls, payroll, risk management and major contracts. Through strong client relationships and quality service, delivered innovative solutions that strengthened the control environment.
 - **Hawthorn Football Club**, Conducted controls reviews at their gaming and entertainment venues covering gaming, bar and accommodation. Also assessed controls over online sales and membership and the clubs financial controls. Reports provided the Audit Committee with clarity on the Club's control maturity.
 - **United Energy**, through the conduct of internal audits of major projects, procurement systems, tendering processes and contract management, developed industry specific control frameworks relevant to the risks.
 - **ISPT**, conducted regular commercial property audits including analysis of lease management, property service delivery, capital expenditure, budgeting and financial performance reporting across commercial, retail and industrial properties. Jeff's assessment provided benchmarking across the portfolio, enabling consistent practices and process efficiencies to be shared.
 - **Victoria University**, upon appointment, prepared a risk based Three Year Strategic Internal Audit plan. The plan was constructed through discussions with the CEO/senior management/Audit Chair/external auditor, with consideration given to organisational strategy and goals, industry value drivers, key business risks, industry insights over emerging risks and cyclical and past audit coverage. The Audit Committee said it was the most comprehensive plan they had been presented with.
 - **Melbourne Cricket Club**, managed a team that reviewed the venues point of sale cash handling procedures, pricing and financial reporting. Also provided IT governance advice with the implementation of a new membership system, assessed game day event threats and car park contract management. Insights lead to enhanced processes and more efficient systems.
 - **Department of Education and Early Childhood Development**, conducted a business process review to redesign major processes. Results have eliminated duplication, reduced silo inefficiencies, created consistent client focused systems and lead to automation of manually intensive tasks.
 - **Surf Coast Shire**, provided advice throughout the \$50 million development of the new precinct, including business case assumptions, execution capability, financial model, risk and project reporting. The project was successfully delivered on time and on budget.
 - **ANZ**, numerous client reviews of their securitised receivables and loan administration systems. Audits included assessment of the receivables approval and portfolio management processes, IT securitisation systems controls, compliance with ANZ requirements and accuracy of reporting to ANZ. The reviews resulted in more efficient and reliable systems.
 - **Frankston City Council**, developed an improvement roadmap for Frankston City Council to implement a Customer Focused Service Planning & Costing framework. The service costing methodology will provide vital operational cost intelligence to strategically position the Council to take advantage of different service delivery models.
 - **Uecomm Ltd**, as the Strategic Analyst, reviewed strategic acquisitions, new technology platforms and designed and constructed financial models for the rollout of new products. The models included detailed assumptions on take up rates, services to be offered, operating costs and capital requirements, ARPU sensitivity analysis, capital costs and return on investment;
 - **Essential Services Commission**, provided advice on the development of a regulatory model for local government based on the Minister of Local Governments scope. Project included an assessment of the local council environment, risks of a rate cap, issues with evaluating rate capping variations and financial analysis on all councils.
- ### JNW's Current Service Panels
- **City of Melbourne** - Governance and Legal Services Panel
 - **Essential Services Commission** - Economic and Technical Services Panel



**Valued Risk
Insights through:**

- ▶ Experience
- ▶ Professionalism
- ▶ Industry Expertise
- ▶ Personal Delivery

Contact Us: **Jeff Webb**
Managing Director
m. +61 0437 539 015
e. jeffwebb@jnwstrategic.com.au
w. jnwstrategic.com.au

We design strategic solutions to enable Management to take advantage of opportunities in a risk effective manner.

JNW specialise in:

- ▶ Governance Frameworks
- ▶ Business Processes
- ▶ Regulatory Compliance
- ▶ Risk Management
- ▶ Internal Audit

Outcomes for Management include:

- ▶ Cost efficiencies and savings
- ▶ Performance through intelligent business design
- ▶ Better informed decision making
- ▶ Turning uncertainty into opportunity
- ▶ Implementation of Audit recommendations



CHARTERED ACCOUNTANTS
AUSTRALIA + NEW ZEALAND

Liability limited by a scheme approved under Professional Standards Legislation. Confidential - this document and the information contained in it are confidential and should not be used or disclosed in any way without our prior consent. © 2018 JNW Strategic Consulting Pty Ltd. All rights reserved.